

Fulcrum Publishing Society
Board of Directors
MINUTES

Sunday, April 23rd, 2017
FSS 4004, 10:00 a.m. - 2:59 p.m.
Meeting #9 2016-2017 Publishing Year

Present: Kate Murray, Savannah Awde (ex-officio), Shanèl Dear (ex-officio), Niharika Namulla, Jonathan Rausseo, William Hume, Spencer Murdock, Eric Davidson (Editorial Board member), Raghad Sheikh-Khalil, Fadi Azzi, Lucas Ghosn (ex-officio), Nadia Drissi El-Bouzaidi (Editorial Board member)

Partially Present: Julia Miraflores, Marguerite Gollish, Dorian Ghosn (Ombudsperson and presenter)

Absent (with reason): Thivya Naganathan, Mackenzie Gray

Absent (without reason):

1. Opening of Meeting

M. Gollish called the meeting to order at 10:40 a.m.

2. Approval of Agenda

R. Sheikh-Khalil motioned to approve the agenda. W. Hume seconded the motion. All voted in favour and the motion passed.

3. Approval of March Minutes

W. Hume motioned to approve the March meeting minutes. R. Sheikh-Khalil seconded the motion. All voted in favour and the motion passed.

4. Review of Standing Actions

W. Hume presented and made changes to the standing actions list.

5. Anti-Oppression Document Presentation

D. Ghosn began his presentation by briefly reviewing what oppression is. He explained that the anti-oppression document serves as a foundation for what the Fulcrum wants as its values and principles, thus enabling the creation of a cohesive community. D. Ghosn proceeded to briefly go over the document. He noted that the principles included in the anti-oppression document are intended to be a starting point, and that there is no timeline to review it as it is designed to act as an ever-evolving guide of what the Fulcrum wishes to accomplish. With that said, D.

Ghosn suggested that the Board review the anti-oppression document every quarter, and that it be displayed on the Fulcrum's website so that Fulcrum readers are able to access it.

S. Awde mentioned that it would be a good idea for the Hiring Committee to have bias training in future years. J. Rausseo noted that the University of Ottawa's Human Rights Office has a document for bias training.

N. Drissi El-Bouzaidi wondered if this document was created just for the Board of Directors or for the Editorial Board as well. S. Awde stated that the Social Media Guide serves as a policy guideline for the editorial content. D. Ghosn added that the anti-oppression document isn't meant to influence content, but rather, act as a resource in outlining the principles of the Fulcrum.

J. Rausseo briefly spoke about the importance of the operationalization of this document and starting to introduce it into the Fulcrum's culture. He noted that this is a project that the human resource and policy committees could work on.

D. Ghosn concluded his presentation by asking for Board members to bring any suggestions that they have for the document to the Board's next monthly meeting.

6. General Manager

L. Ghosn began his report by announcing that both the winter levy and the GIC 2 have been deposited into the Fulcrum's banking account. J. Rausseo asked what the savings account is for and L. Ghosn replied that he isn't sure.

L. Ghosn proceeded to review the Fulcrum's year-to-date. He mentioned that some positive take-aways are that: the levy totals 7,000 higher than the budget, the Fulcrum is currently at +\$7,000 (before errors), the net increase of revenues and expenses compared to last year is \$24,000, and the Fulcrum's closed accounts are highlighted in grey, which are going any higher. He stated that it is better to add the Fulcrum banner in next year's budget as the Fulcrum is at a loss right now. L. Ghosn continued by mentioning that the levy is still 2,000 lower than last year and that there has still been no update from Free Media with regards to national advertising. L. Ghosn noted that all budget amounts from 2016-2017 are finalized for the year.

L. Ghosn continued by informing the Board that he had met with a representative from TD (Sean) to pull the small GIC on its maturity date on April 7th. He went on to note that the Fulcrum is awaiting the official transfer of signing authority to become the GM, President, and VP. L. Ghosn stated that he, F. Azzi, and R. Sheikh-Khalil also met with a representative from RBC (JF) to discuss mutual funds for the Fulcrum. He briefly explained that the Fulcrum has the intention of making a couple of smaller investments rather than one large pool of money in a single fund, which will help to balance the Fulcrum's risk.

L. Ghosn presented a letter from the auditor addressing the April 30th, 2016 fiscal year, which was originally addressed to D. Moyer. L. Ghosn urged the Board that it's important to hold

future GMs accountable to follow the auditor's instructions and to ensure that tax deadlines are met. S. Murdock asked about HST payments. L. Ghosn replied that the Fulcrum just paid last year's payment and that the Fulcrum will need to make this year's payment in July.

L. Ghosn then gave a summary of his meeting with J. de Jong from NRF, a pro-bono lawyer who has agreed to work with the Fulcrum. He noted that she has been fully briefed about both ongoing legal situations. With regards to the contract issues with the SFUO, L. Ghosn explained that there are several external factors to consider, such as: the Fulcrum's relationship with the SFUO longterm

- Is it worth it to burn the bridge and go to court?
- Is there any bridge to burn if the SFUO doesn't buy any ads from the Fulcrum anyway?
- Should the Fulcrum meet up with the SFUO to come to an agreement?

L. Ghosn explained that these are all questions that he discussed with J. de Jong. L. Ghosn continued that J. de Jong's next step is to reach out to the SFUO legal council and use the Fulcrum's current proof/leverage to set up a meeting this summer in order to see where both parties stand.

L. Ghosn went on to note that J. de Jong advised the Fulcrum to keep copies of and archive all relevant documents (including records) for at least two years, when the basic limitation period of the libel matter will expire. He then proceeded to review the other important limitation periods to bear in mind and their importance according to J. de Jong, given that R. Ahimakin has complied with the requirement contained in s.5 of the Libel and Slander Act to provide notice of the alleged libel within six weeks: the two-year limitation period contained in the Limitations Act, 2002, which he explained applies to defamation and libel generally, and the three-month period specifically for libel in newspapers or in a broadcast contained in s.6 of the Libel and Slander Act.

S. Dear wondered what the Fulcrum would be doing for next year's advertising. L. Ghosn answered that the Fulcrum is waiting for its lawyer to set up a meeting with the SFUO. J. Rausseo gave a brief overview of the Fulcrum and SFUO relationship. Discussion ensued over whether the Fulcrum should approach the SFUO for advertising next year. J. Rausseo asked the Board members if they are okay with never getting the money back from the SFUO. R. Sheikh-Khalil mentioned that D. Moyer said it would be best for future relations and a new contract to not ask for the money. S. Dear stated that she thinks the advertising representative should be a part of these discussions concerning the SFUO. L. Ghosn indicated that he would update the Board on the libel case and will place all relevant documents in a special file folder.

L. Ghosn introduced the Telfer Connexions Program to the Board and suggested a potential future partnership with the Fulcrum. He explained that Connexions is a voluntary internship program that serves to bridge the gap between academic and professional experience. In this program, L. Ghosn noted that students are responsible for finding their own internship, and are required to work a minimum of seven hours per week for 12 weeks in an organization related to their field of study. L. Ghosn then went over some brainstorming ideas that he had for each of the potential internships.

L. Ghosn also presented to the Board the Michaëlle Jean Centre for Global and Community Engagement, another potential resource for developing projects, such as with the *Fulcrum*'s paperless transition.

L. Ghosn announced that the Telfer Marketing Association is currently drafting a proposal for the *Fulcrum*'s marketing strategy, which he added could be another great outlet for the *Fulcrum* to get free advice about any serious marketing strategy topics.

L. Ghosn gave an update to the Board on J. St Jacques from Invest Ottawa who has expressed interest in working with the *Fulcrum* on a social media growth program, which would be priced at \$99 per month. J. St Jacques said that although the *Fulcrum*'s website isn't that bad currently, it does need an upgrade. L. Ghosn noted that E. Davidson, S. Awde, K. Wiens, and the incoming production manager will meet in order to discuss going with a fresh theme in time for the upcoming school year. L. Ghosn indicated that J. St Jacques offered advice for the social media manager for free as part of the social growth program. L. Ghosn added that an advisory role for the Board would also be free, subject to how many hours will be required. J. St Jacques would also like to offer the app product free to the *Fulcrum* for next next and beyond, although L. Ghosn mentioned that J. St Jacques knows that as of right now, the *Fulcrum* won't be taking that offer.

L. Ghosn informed the Board that he just received an invoice to renew the *Fulcrum*'s website hosting for the year. He urged that the current fee is very expensive in his opinion, and stated that he reached out to J. St Jacques for some alternative recommendations. J. Rausseo asked if L. Ghosn could get a breakdown of what services are included in the current package, just in case the *Fulcrum* is being double charged.

L. Ghosn announced that the final local sales totals are in, and he is just waiting on Free Media totals for national ads. He said that S. Dear is working with him and E. Davidson to come up with some good rates for 2017-2018.

L. Ghosn finished his report by informing the Board that resumes are beginning to come in for management roles, and that interviews for managing editor and production manager will begin the week of April 24th.

In terms of the budget and ad totals, J. Rausseo stated that the *Fulcrum* projected a lot more revenue than it actually got, however the *Fulcrum* is also under in spending too though. F. Azzi asked about the money in the *Fulcrum*'s chequing account. L. Ghosn explained that it's the *Fulcrum*'s operating costs.

J. Rausseo assumed the role of chair from M. Gollish who had to leave the meeting early.

7. Advertising Representative

S. Dear began her report by reviewing the Fulcrum's total advertising sales for the year, noting that the travel issue did particularly well. She stated that the Fulcrum has a total of seventy contracts and that she has collected all of them. S. Dear mentioned that she and L. Ghosn would like to move contract signing online next year so that it will be easier and faster for clients to return their contracts to the Fulcrum. S. Dear went on to note that she and L. Ghosn are leaning towards Adobe's program.

S. Dear announced that the Fulcrum has four clients who have ads that are continuing into the fall. She stated that she is looking for a message template to send to the Fulcrum's clients this year thanking them for advertising with the Fulcrum and encouraging them to look out for the Fulcrum's rate card next year.

S. Dear informed the Board that she has been looking into other university rate cards and noticed that the Fulcrum is definitely on the lower end. She argued that if the Fulcrum can increase its pick up locations, it can increase its prices. With that said, S. Dear stressed that with the current amount of pick up locations and the number of copies in circulation, she thinks it's best if the Fulcrum lowered its rates, which is something that Free Media has recommended as well. S. Dear proceeded to review her suggested rates. She noted that she believes these price changes are due to the change in the Fulcrum's circulation as it was still advertised that the Fulcrum circulated 8,500-10,000 copies this year.

W. Hume asked if the Fulcrum would bring in more revenue with the dropped rates. S. Dear replied that she believes that the Fulcrum would. J. Rausseo wondered if it would be possible to see how well these changes do. R. Sheikh-Khalil reminded S. Dear that the rate card will need to be sent to the Board for approval. R. Sheikh-Khalil added that she would like to see how many ads the Fulcrum is getting for each section first.

S. Dear announced that she would like to continue using the CPM model as well as use cookies, but she strongly believes that the Fulcrum needs to invest in its website and social media. She continued that if the Fulcrum can increase its traffic, it would be able to make money using the CPM model. S. Dear explained that she would like to redesign the Fulcrum's website in order to allow places for a leaderboard, sub leaderboard, bottom leaderboard, and some boards between stories and the side boxes. S. Dear added that she would like for the Fulcrum to have one leaderboard that the advertising manager could sell on a reserve basis, thus charging a flat fee for a certain amount of time. She proposed that the other leaderboards be used for CPM and sponsored ads. In terms of a budget for the site, S. Dear suggested that it be at least \$500-\$1500 so that it can hold more ad space and be properly mobilized.

R. Sheikh-Khalil asked how much the Fulcrum is making with CPM. S. Dear answered that the Fulcrum wasn't making much. WIth regards to cookies, S. Dear noted that the Fulcrum needs to set up a widget for it on the website, which she said she would complete for next month.

W. Hume motioned to add ten more minutes to the discussion. K. Murray seconded the motion. All voted in favour and the motion passed.

S. Dear stated that she would like for the Fulcrum to pay the production manager on a project basis in order to finish the rate card and the media kit before their official start date. Discussion ensued on whether this would be a good idea. S. Dear asked that the Board consider it, as she said that it would likely only take a day to complete.

S. Dear concluded her report by noting that her goals for the upcoming month are to finish the rate card and the media kit.

8. Editor-in-Chief

S. Awde began by saying that there have been no issues with staff this month.

S. Awde mentioned that all transition reports have been submitted except for one, which will be submitted as soon as the staff member is out of the hospital. S. Awde went on to inform the Board that she and E. Davidson have continued to meet in order to ensure that E. Davidson's transition continues to go smoothly. She noted that she has met with some staff members to follow-up on their questions about hiring and on the next steps that were discussed following the term two performance reviews. S. Awde stated that the only staff position that she is concerned with filling is the news editor position.

S. Awde announced that the Fulcrum had a volunteer appreciation day at the last volunteer meeting to celebrate the Fulcrum's contributors. She also noted that the Fulcrum recently went on a CBC tour, which wasn't very well attended, likely due to finals because a lot of people had originally RVSP'd.

S. Awde reported that the Fulcrum has received applications for both the production manager and managing editor positions. She added that the hiring team will be continuing with testing and interviews in the coming week.

S. Awde briefly reviewed the Fulcrum's online social media numbers. She noted that the numbers decreased over the past two week period, but she reminded Board members that it is repackaged content. R. Sheikh-Khalil asked how the Fulcrum has done in page likes this year. S. Awde said that she'll look into this and will have D. Campion-Smith write a report.

9. President

R. Sheikh-Khalil announced that she, L. Ghosn, and F. Azzi met with a financial planner to discuss investment options for the Fulcrum, which she explained that F. Azzi would speak about later in the meeting. She also informed the Board that she met with the Fulcrum's pro bono lawyer to talk about the Fulcrum's current legal issues.

R. Sheikh-Khalil mentioned that the human resources and hiring committees both met to discuss performance evaluations and amending the wording of Fulcrum employee contracts.

R. Sheikh-Khalil continued by updating the Board on Alumni Week. She explained that her contact at the Alumni Office has since informed her that there wouldn't be much room inside for the Fulcrum to set up a table or booth, instead the Fulcrum would be able to situate themselves in a tent outside by the food during a two-hour time slot on May 6th.

W. Hume motioned to add five more minutes to the discussion item. K. Murray seconded the motion. All voted in favour and the motion passed.

All agreed that having the Fulcrum banner is a good idea, but not participating in the Alumni Week event. S. Murdock suggested that the Fulcrum could hold a launch party for the Diamond Edition and perhaps write something for the Gazette. J. Rausseo stated that the Board should create a group to work on these initiatives later.

10. Human Resources

R. Sheikh-Khalil indicated that the human resources committee met last week and are currently working on evaluation grids for the upcoming performance evaluations, which they plan to complete for tomorrow. S. Dear asked the Board about when the hiring committee plans on posting the advertising representative and general manager job descriptions. R. Sheikh-Khalil answered that the hiring committee will begin to get the paperwork ready into order to post the positions after the performance evaluations have been completed.

11. Readership

J. Rausseo announced that he would like to have a meeting soon ahead of the summer months and mentioned that the committee can have a discussion about the readership survey. E. Davidson said that it would be great if the readership committee could have a survey conducted during the summer. J. Rausseo stated that he would put together a package for the next board meeting.

K. Murray motioned for a recess. S. Murdock seconded the motion. All voted in favour and the motion passed.

12. Budget

J. Rausseo began by briefly explaining how the budget process works, going over each of the lines. He noted that human resources makes up a percentage of what the Fulcrum spends its money on. S. Murdock wondered if CPI was used last year too when calculating the employees' wages. J. Rausseo said that he would look into it.

W. Hume motioned to add 15 more minutes to the discussion item. R. Sheikh-Khalil seconded the motion. All voted in favour and the motion passed.

L. Ghosn responded that the Fulcrum needs a line for HST.

J. Rausseo informed those present that if the Fulcrum runs a deficit this year, the Fulcrum isn't allowed to run one next year. He explained that the Board originally enacted this unofficially policy in order to set the tone for with the Board.

J. Rausseo went on to state that the Fulcrum can still discuss different figures for the budget lines, currently though, the Fulcrum has an approximately \$20,000 deficit. J. Rausseo urged that the finance committee needs to meet in order to discuss the budget further. J. Rausseo added that one of the Fulcrum's former presidents, K. Wilcock, has volunteered to give the Board a risk management presentation. L. Ghosn said that he would try and get a CPA to give a presentation as well.

13. Financial Investments

F. Azzi explained to the Board that GICs are a poor investment as it's safe, but there's a poor return. He continued to briefly explain what they are. Instead, he mentioned that the Fulcrum are looking at going into mutual funds, and briefly explained what those are.

F. Azzi proceeded to review the different mutual fund options for the Fulcrum. He recommended that the Fulcrum invest in a conservative fund (60% of the GICs) and a balanced fund (40% of the GICs), which would guarantee the Fulcrum's money plus interest. F. Azzi added that each fund has an investment fee, and that they can be sold or pulled out of at any time.

E. Davidson asked if any of the funds are index funds. F. Azzi replied that they are not. W. Hume wondered if they are fiduciaries. J. Rausseo answered that they are not.

F. Azzi indicated that the Board will need to vote on this so that he, L. Ghosn, and R. Sheikh-Khalil can go back to the financial planner with the Fulcrum's decision.

F. Azzi motioned to add five more minutes to the discussion item. W. Hume seconded the motion. All voted in favour and the motion passed.

Discussion continued on which combination of mutual fund options would be the best investment for the Fulcrum. F. Azzi presented two main options for debate: either a combination of 60% in a conservative fund and 40% in a balanced fund, or 50% in a conservative fund, 40% in a balanced fund, and 10% in a growth fund. F. Azzi motioned to direct L. Ghosn to take \$80,000 from GICs as they mature and put 60% in a conservative fund and 40% in a balanced fund. K. Murray seconded the motion. W. Hume abstained. The motion passed.

14. *Fulcrum* Student Internship

Discussion continued about L. Ghosn's brainstorming ideas for the *Fulcrum* student internship, particularly in regards with the Telfer Connexions program. S. Dear asked if the *Fulcrum* could have someone specifically in charge of promotions, for example, giving away t-shirts at games. R. Sheikh-Khalil wondered when the *Fulcrum* should have these internship opportunities posted by. L. Ghosn said that he would make a shared drive so that the Business Department and Board members can edit the document whenever. Along the same lines, S. Murdock proposed having a joint Editorial and Board of Directors joint calendar to review at the beginning of each meeting.

15. Continued Budget Discussion

Discussion continued on the policy deficit discussion and the unofficial policy that the Board created about not running a deficit for **three/four** years in a row. All agreed to be more mindful of not mentioning the unofficial policy as often so as to avoid confusion with those who are not familiar with it.

R. Sheikh-Khalil noted that the Board and the finance committee need to meet before May's new Board meeting to discuss the budget as well as set up budget consultations. N. Drissi El-Bouzaidi suggested that the Board conduct the budget consultations in a similar way as that the strategic planning session was conducted, which she said could be good for longterm planning too. Discussion ensued over the benefits of this. All agreed to continue this discussion at the next finance committee meeting. L. Ghosn offered to put together some excel spreadsheets with some figures for the budget.

16. Other Business

All agreed to change the upcoming Board meeting to May 21st instead of May 28th.

R. Sheikh-Khalil motioned to adjourn the meeting at 2:59 p.m. All voted in favour and the motion passed.

Online Votes

On April 27th, R. Sheikh-Khalil motioned to ratify E. Davidson as the new EIC for the upcoming publishing year. M. Gray seconded the motion. The motion passed.

On May 4th, J. Rausseo motioned to accept the new ad rates. W. Hume seconded the motion. The motion passed.

Appendices

GM Report April 23, 2017

1. Financials

TOTAL	\$281,776.90
Chequeings	210,991.04
Savings	4,177.77
GIC 2	66,608.09

2. YTD

Pros	Cons
<ul style="list-style-type: none"> Levy totals 7k higher than budget Currently at +\$7,000 (before errors) Net increase of revenues and expenses compared to last year is \$24,000 Closed accounts are highlighted in grey 	<ul style="list-style-type: none"> Levy still 2k lower than last year Still no update from F-Media on national ads

3. Budget

All 2016-2017 Budget amounts are finalized for the year.

4. Investments

Met with Sean from TD to pull the small GIC at its maturity date of April 7. Awaiting official transfer of signing authority to become GM, President, and VP.

Met with JF from RBC to discuss mutual funds for the Fulcrum. We have intention of making a couple of smaller investments rather than one large pool of money in a single mutual fund. This will help us balance our risk. Having the flexibility to pull from certain funds that are performing above average and to leave funds performing under average to help offset the unrealized loss on our year end balance sheet.

5. Tax

Certified auditor letter addressing April 31, 2016 fiscal year end attached. It is important for the board to hold the GM accountable in future years to follow the auditor's instructions and to make sure tax deadlines are met.

Simply put, it's embarrassing that we have over 10k in expenses from CRA late fees and late payments.

6. Legal

Summary from meeting with pro-bono lawyer Jenna Anne from NRF:

- She has been fully briefed about both legal situations
- The contract issues with the SFUO has many external factors to consider, the most important being our relation with them in the long term. Is it worth it to burn the bridge and go to court? Is there any bridge to

burn if they don't get ads from us anyways? Should we meet with them to come to an agreement? These are all important questions we went over with Jenna Anne.

- Jenna's next move is to reach out to the SFUO legal council and use our current proof/leverage to setup a meeting this summer to see where both parties stand.

- Respecting limitation periods for the libel matter, the Fulcrum should keep copies of/archive all relevant documents (including records) for at least two years, when the basic limitation period will expire. Mr. Ahimakin has complied with the requirement contained in s. 5 of the *Libel and Slander Act* to provide notice of the alleged libel within 6 weeks. There are then two additional limitation periods to bear in mind: the basic two-year limitation period contained in the *Limitations Act, 2002*, which applies to defamation and libel generally, and the three-month period specifically for libel in newspapers or in a broadcast contained in s. 6 of the *Libel and Slander Act*. Although the Fulcrum would benefit from the shorter period in terms of any directly lawsuit by Mr. Ahimakin, he would still be able to sue the other individuals listed in the libel notice for up to two years from the date of the incident. In theory, he could then sue the Fulcrum as a "third-party" on the basis that by publishing the allegations, the Fulcrum contributed to Mr. Ahimakin's damages. While such an argument would be highly unlikely to succeed, it would be prudent to keep all documents for at least the two year period.

7. FPS-Telfer Connexions Program

1. Connexions: This is a voluntary internship program that bridges the gap between academic and professional experience. Supported by the Telfer Career Centre, students find their own internship, ensuring the experience fits with their goals and objectives. Students will work a minimum of seven hours per week for 12 weeks (one semester) in an organization related to their field of study.

* = may be affected by fall/winter semesters

Management*: Shadows the General Manager - Acts as a secondary link between the Board and the Business Department – drafts any resolutions to be approved by the General Manager, then passed by the Board of Directors - Attends all Board meetings - Acts as the Office Assistant of the Corporation - Helps with the general upkeep of the office - Provides a report to the General Manager on relatable topics as requested by the General Manager - Writes a transition report for the incoming intern – shadows during hiring and disciplinary procedures in accordance with Human Resources policy – assists with employee intake - maintains distribution of the Fulcrum's equipment as approved by the General Manager - Performs any tasks assigned by the General Manager

Sales: Pursues new clients through canvassing activities - Visits a set number of businesses in the local area per month, as determined by the Advertising Manager - Meets with the Advertising Manager before going out to canvas and after the day's canvassing activities are concluded - Records data for and assists in maintaining a database of client information in conjunction with the Advertising Manager

- Prospecting
- Study competitors for marketing initiatives

Marketing(market research): Responsible for working with the Editor-in-Chief and the Social Media Manager to help develop an online/outreach strategy that integrates the editor's section with the website

and all social media channels – Drafts scheduled posts as requested by the Editor-in-Chief and Social Media Manager - Performs any tasks as assigned by the Social Media Manager

Marketing (social media management): analytics reports, social media post scheduling

Accounting: Maintains selected accounts payable and receivable as administered by the General Manager – Shadows administration of payroll - Maintains relations with Free Media to ensure the Fulcrum receives remittances for national advertising - Communicates with the Fulcrum banker, accountant, and auditor, as requested by the General Manager – Helps draft Corporation's budget in accordance with General Manager and budgeting policy - Performs any tasks assigned by the General Manager

Please note these ideas are all in the brainstorming stage and I invite all contributions at the next board meeting. It is a great way for us all to bounce ideas off of each other and to figure out exactly what we need.

8. Michaëlle Jean Centre for Global and Community Engagement

This Centre is built to help nonprofits and charities to develop any projects. For example, helping us with our paperless transition. The Centre facilitates the recruitment of volunteers through the use of a database to help you find a student. Depending on our needs, they can match us with a single student or a group of students. They work with more than 600 local, national, and international community partners, approximately 300 to 350 each semester.

Website: www.servingothers.uottawa.ca

9. Telfer Marketing Association

The TMA is currently drafting a proposal for the Fulcrum's marketing strategy. This association has great students who are desperate to be involved in projects to put on their resume. This is another great outlet for us to get free advice about any serious marketing strategy topics.

Website: www.telfermarketing.com

10. Jordan from Invest Ottawa

Awaiting instructions to begin social growth program, price is not bad at \$99 per month.

Website is not THAT bad currently, but he agreed that it needs an upgrade. Asking for a "tweak" might be a little off base though, as any tweaks we could make are always going to be limited by the original theme that we have installed on WordPress already. Accordingly, Eric, Savannah, Kim, and incoming production manager will meet to consider going with a fresh new theme so that we are ready by the time the new school year arrives in Aug-Sept 2017.

Advice for Social Media Manager is free, I'll throw that in as part of the Social Growth program.

Advisory Role for your Board is also free, subject to how many hours will be required. If the time commitment ends up becoming onerous, then we'll have to revisit of course. I'm thinking 30 minutes to an hour at the start of each board meeting for us to ask any questions about digital marketing.

Last but not least, he wants to offer the App product for FREE to The Fulcrum for the start of next school year and beyond. He knows as of now we are not taking this offer, but it is good to know he's interested.

11. Website Hosting

Just received a \$479 invoice (attached to drive) to renew our website hosting for the year. This is really expensive in my opinion. We should consider shopping around, I have reached out to Jordan for recommendations.

12. Ad Department

Final local sales totals are in, still waiting on F-Media totals for national ads. Shanèl has been working with Eric and I to come up with good rates for 2017-2018.

13. HR

Resumes are starting to come in for management roles. Interviews for Managing Editor and Production manager will begin the week of April 24.

Board report April 23rd, 2017

Sales

Our total local sales are \$46,038.93. The travel issue did pretty well!

Contracts

We have a total of 70 contracts and I have collected all of them. Next year Lucas and I would like to move contract signing online so that it is easier and quicker for clients to send their contracts back to us. We are leaning towards Adobe as they have a really good program!

Clients

We have 4 clients who have ads continuing into the fall. I am looking for a nice message template to send to our clients this year and thank them for advertising with us and to look out for our rate card next year.

Rate Card-Print

I have been looking at other university rate cards and we are definitely on the lower end. I think if we can increase our pick up locations we can up our prices. But with the current amount of

pickup locations and the number of copies in circulation I think it is best to lower our rates.

Here are the rates that F-Media suggested.

	1/8 Page	1/6 Page	1/4 Page	1/3 Page	1/2 Page	FP Page
F-Media Recommendation: B&W	\$ 135.00	\$ 175.00	\$ 255.00	\$ 320.00	\$ 430.00	\$ 715.00
F-Media Recommendation: 4C	\$ 175.50	\$ 227.50	\$ 331.50	\$ 416.00	\$ 559.00	\$ 929.50
Comparable Papers: B&W	\$ 156.88	\$ 216.25	\$ 315.75	\$ 403.75	\$ 570.63	\$ 1,000.63
Comparable Papers: 4C	\$ 222.34	\$ 299.66	\$ 425.95	\$ 539.44	\$ 755.19	\$1,312.50

They have lowered the rates much more then our current rates. A full page right now is \$880, $\frac{1}{2}$ page \$460 and $\frac{1}{8}$ th page \$155.

My recommended rates:

Keep color %35 on top of your ad, but ad “spot color” for %15 on top of your ad.

Sizes	BC	1/8th	1/4th	1/3rd	1/2	Full	Back Full
Current	\$85	\$155	\$256	\$320	\$460	\$880	\$1100
Recommended	\$70	\$145	\$256	\$300	\$440	\$800	\$1000

For classified ads I would recommend that we do \$21 per 50 words. I have talked to Eric about having the cork be a weekly thing.

I would say that these price changes are due to the change in our circulation as it was still advertised that we circulated 8500-10,000 copies this year.

Rate card- Online

I would like to keep using the CPM model but I think we need to invest in our website and social media. If we can increase our traffic we could make money using CPM. I would like to redesign the website to allow a spot for a leaderboard, sub leaderboard, bottom leaderboard and some boards between stories and of course the side boxes. I would like for us to have one leaderboard that I will sell on reserve basis, so if you would like the leader board for a certain amount of time I will charge a flat fee of \$300. I would like to use the other leaderboards for CPM and for sponsored ads so we can max out our online resources. I would suggest our budget for the site be at least \$500-\$1500, so it can hold more ad space and be mobilized.

Ads	CPM	Leaderboard	Boxes
Current	\$15	\$0	\$0

Recommended	\$15	\$300 for a month (bottom \$150)	\$200 for a month (bottom \$100)
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Production

I would like if we could pay the production manager on a project basis to finish the rate card and media kit before their official start date.

Hiring

Still waiting to hear back from the hiring committee about my position!

Goals

Finish the rate card and media kit!

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Staff

The outgoing staff caused no trouble this month, smooth sailing.

Transition

All transition reports are in except for one of our staff members who submitted a doctor's note to me and will have it done as soon as they are out of the hospital.

Eric and I have continued to meet in order to keep his transition going smoothly. I have met with some staff to follow up on their questions about hiring and on the next steps discussed in the term two performance reviews.

Events

We had a cute little volunteer appreciation day at the last volunteer meeting to celebrate our contributors and buy their affections with cake. I think it worked, but we'll have to keep you updated in September.

We finally had our CBC tour, which wasn't very well attended I think due to finals because there were a lot of people who RSVP'd but didn't show.

Hiring

Happy to report that we have applicants for both production manager and managing editor! We will be continuing with testing and interviews in the coming week.

Online

At the time I'm writing this report, I don't yet have David's analytics report. We agreed to do biweekly reporting this month since it is only repackaged content, and it will be with me by the board meeting so I can read out the highlights!